



2022 Budget Presentation

Workshop Day 4

2022 Budget Workshops: Day 4

Agenda

- **People Office Budget**

CPO Operating Budget

HR Services & Labor Relations

Talent Development

Talent Acquisition

Total Rewards

Civil Rights

- **Executive Director Budget**

Executive Director Operating Budget

Safety and Security

Marketing and Communications

- **Board of Trustees Budget**

Board Governance

Internal Audit

Government Relations



People

2022 Key Initiatives

- Design significant portions of three Rail Maintenance Apprenticeship Programs and begin training
- Finalize Inclusion and Belonging Strategic Plan and begin implementation
- Develop workforce planning model to inform medium and long-term needs
- Implement succession planning development activities focused on mid- and senior management
- Continue to adjust recruitment strategies to keep UTA competitive in the labor market and ensure staffing of critical positions
- Implement updated compensation structure and accompanying policies
- Review comprehensive total rewards package



2022 Proposed People Office Operating Budget

Expenses by Department

Category	FY2021 Budget	FY 2022 Budget	Change	%
Chief People Officer	\$2,167,668	\$1,949,540	\$(218,128)	-10.1%
Talent Acquisition	1,034,769	1,505,991	471,222	45.5%
Talent Development	2,532,554	9,434,868	6,902,314	272.5%
HR Services & Labor Relations	701,305	735,059	33,754	4.8%
Total Rewards	1,007,839	1,251,128	243,289	24.1%
Civil Rights	583,776	602,024	18,248	3.1%
Totals	\$8,027,911	\$15,478,610	\$7,450,699	92.8%



2022 Proposed People Office Operating Budget Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$4,217,293	\$5,285,856	\$1,068,563	25.3%
Fringe	1,808,959	2,324,055	515,096	28.5%
Services	667,733	1,597,611	929,878	139.3%
Other O&M	1,333,926	6,271,088	4,937,162	370.1%
Totals	\$8,027,911	\$15,478,610	\$7,450,699	92.8%



People Office FTE Summary

2021 Budget and 2022 Proposed Budget

Department	2021	2022	Change	Change
	Amended Budget	Proposed Budget	FTE FY21 - FY22	FTE % FY21 - FY22
People	12.0	8.0	(4.0)	-33.3%
Talent Acquisition	9.0	9.0	-	0.0%
Talent Development	23.8	50.0	26.3	110.5%
HR Services and Labor Relations	6.0	6.0	-	0.0%
Total Rewards	4.7	7.0	2.3	48.9%
Civil Rights	4.0	4.0	-	0.0%
Totals	59.5	84.0	24.6	41.3%



PEOPLE

2022 Budget Changes

Amended 2021 Budget	2021 One -Time Expenses	2021 Additions		2022 Adjustments		2022 Budget		
		Staffing	Service	Wage and Fringe	Other	2022 Base	2022 Additions	2022 Budget Request
\$ 8,028	\$ (400)	\$ 458	\$ -	\$ 225	\$ 176	\$ 8,488	\$ 6,990	\$ 15,479

- Transferred Records Management staff and coordinating budget to Enterprise Strategy
- Added significant one-time money to support development of Rail Maintenance Apprenticeship program
- Added Operator Trainee Headcount and wages to accommodate ongoing staffing and expansion
- Added staff to support key recruitment and critical program support



2022 Proposed CPO

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$1,128,600	\$896,364	\$(232,236)	-20.6%
Fringe	425,376	384,484	(40,892)	-9.6%
Services		170,000	170,000	-
Other O&M	610,452	495,452	(115,000)	-18.8%
Totals	\$2,167,668	\$1,949,540	\$(218,128)	-10.1%
FTE	12.0	8.0	(4.0)	(33.3%)



CPO

2022 Budget Changes

- Added \$50,000 for continued Inclusion and Belonging Consultant support to finalize three-year plan and begin implementation
- Added \$20,000 for continued consulting support on UTA's compensation program update and implementation
- Added \$100K for development of a Workforce Planning Model/Methodology



HR & Labor Relations

2022 Key Initiatives

- Continue implementation of phase two for organizational succession planning
- Negotiate successor Collective Bargaining Agreement
- Identify process improvement opportunities for increased customer support and efficiencies



2022 Proposed HR Services & Labor Relations Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$484,896	\$497,796	\$12,900	2.7%
Fringe	180,604	201,458	20,854	11.5%
Services	13,025	13,025	-	0.0%
Other O&M	22,780	22,780	-	0.0%
Totals	\$701,305	\$735,059	\$33,754	4.8%
FTE	6.0	6.0	0.0	0.0



Talent Development

2022 Key Initiatives

- Increase Bus Operator Training, including refresher training
- Design and begin implementation of three Rail Maintenance Apprenticeship programs
- Continue leadership development training and coaching programs for key front-line supervisory positions
- Implement new succession planning development opportunities for mid and senior level management needs



Rail Maintenance Apprenticeship

- **Why Apprentice?**
 - UTA owned training advances technical competencies needed to support the system and ensure safe operation
 - Journeyist programs nationally see a retention rate of 94% and higher rates exist within the UTA Bus Journeyist program
- **Centralizing efforts**
 - Team of six trainers and designers under reporting to Rail Maintenance Apprentice Administrator - focus on training expertise
 - Identified “common core” curriculum, begin rollout 2021
 - Identified outlines for each mode specific program
 - Created plan for development, with emphasis on need for contracting development to meet reasonable timeline
- **Learning from Bus and Body Shop Journeyist program success**



Rail Apprenticeship Development

Current State

- Curriculum Development Ratio 1:43
- Development Hours:
 - Commuter Rail – 22,876
 - Light Rail – 26,638
 - MOW – 58,484
- Current Staff Resource \approx 17 yrs

Expected Timeline with One-Time Funds

- Service Contract w/ Instructional Design Company
 - 75% Curriculum Development by end of 2022.
 - 50% Courseware delivered by end of 2022.
- Complete Curriculum Development by end 1st Quarter 2023



RAIL APPRENTICESHIP DELIVERABLES ROADMAP

2021

3RD QTR
Begin Procurement Process for
Instruction Design Services
Scope of Work for MOW Training Area
Mock Up
Scope of Work for Locomotive & HEP
Training Aid

Goal: Register Light Rail Program

2022

1ST QTR
Common Core: Electrical, Brakes & HVAC
C.R. Preventive Maint., & Wheeler Vendor
Training
MOW Switches & Switch Heaters, Locomotive,
and Plans

2ND QTR
C.R. Coupler, Cab Equipment, & HEP Engine
Lt. Rail Coupler, Truck, & Brakes
MOW Cab Equipment, Cab Signaling, &
Inspections
Common Core: Pneumatics and Brakes

Goal: Implement Maint. of Way Program

2023

1ST QTR
Lt. Rail Communication System, & Doors
MOW Lineman School, Signals &
Interlocking
C.R. Door and Rotating Electric

**Full Implementation of Rail
Programs Complete**

TODAY

4TH QTR
C.R. & Lt. Rail HVAC Vendor
MOW Track Circuit, PTC, & Communication

Goal: Register Commuter Rail Program

3RD QTR
Lt. Rail Propulsion, Car Body
C.R. Car Body
MOW Grade Crossing, GC Inspections, &
PMs

4TH QTR
Lt. Rail Power Distribution, Vehicle
Controls System
C.R. Prime Engine
MOW OCS & Power Section
Curriculum Completed

GOAL



2022 Proposed Talent Development Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$1,421,365	\$2,581,032	\$1,159,667	81.6%
Fringe	637,091	1,104,198	467,107	73.3%
Services	362,198	500,576	138,378	38.2%
Other O&M	104,150	5,232,762	5,128,612	4924.3%
Totals	\$2,532,554	\$9,434,868	\$6,902,314	272.5%
FTE	23.8	50.0	26.2	80.2%



Talent Development

2022 Budget Changes

Rail Apprenticeship Program Development/Delivery:

- 2021 Technical budget adjustment added one FTE Maintenance Trainer, and one FTE Instructional Designer
- Added one-time funds of \$5.05 million Instructional Design contract for Rail Maintenance Apprenticeship program development
- Added ongoing funds of \$6,500 for course delivery of 6 courses
- Capital budget will be amended to include one-time acquisitions of training aides



Talent Development

2022 Budget Changes

Bus Operations Training:

- Added one FTE: Operations Training Specialist
- Added one FTE: Office Specialist to support Bus Operator Training and all Maintenance Training groups
- Added wages for Bus Operator Trainees to support service expansion and increased hiring due to turnover
- Added \$20,000 for Bus Operator training materials
- Added \$10,000 for Operator graduation and Outward Mindset training course for all bus operator trainees



Talent Development

2022 Budget Changes

Leadership Development:

- \$146,000 of contract services funds for additional leadership development and succession planning work
- Redesigning New Supervisor Orientation to focus on the breadth of UTA management skills needed daily



Talent Acquisition

2022 Key Initiatives

- Continue to update attraction and recruitment strategies to support hiring efforts necessary for current and increased service
- Implement Employee Value Propositions “Employer of Choice” presence in the market
- Continue working with community partners to increase diverse candidate pools
- Develop a Workforce Planning Model for mid to long-term staffing needs



2022 Proposed Talent Acquisition

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$575,748	\$576,972	\$1,224	0.2%
Fringe	285,876	301,874	15,998	5.6%
Services	80,500	611,500	531,000	659.6%
Other O&M	92,645	15,645	(77,000)	-83.1%
Totals	\$1,034,769	\$1,505,991	\$471,222	45.5%
FTE	9.0	9.0	0.0	0.0



Talent Acquisition

2022 Budget Changes

- Added \$100,000 to rollout UTA's "Employer of Choice" marketing and advertising campaign
- Added \$350,000 for retention efforts. Likely moved to operations in final budget



Total Rewards

2022 Key Initiatives

- Conduct a comprehensive review of UTA's Total Rewards package to identify competitiveness within the labor market
- Finalize design for new high deductible plan options for administrative staff, prepare for rollout in 2023/2024 plan year
- Improve communication regarding Retirement Programs and offer increased employee support
- Identify opportunities for improved processes and increased employee education



2022 Proposed Total Rewards

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$275,340	\$392,544	\$117,204	42.6%
Fringe	120,499	175,584	55,085	45.7%
Services	175,000	242,000	67,000	38.3%
Other O&M	437,000	441,000	4,000	0.9%
Totals	\$1,007,839	\$1,251,128	\$243,289	24.1%
FTE	4.7	7.0	2.3	48.9%



Total Rewards

2022 Budget Changes

- 2021 Technical budget adjustment added one TR Program Administrator to manage Drug & Alcohol program, clinic, and fit-factory program and moved a part-time to full-time People Office Assistant
- Added one-time budget of \$55,000 for benefit design change consulting and education for 2023/2024 plan changes
- Added one FTE, Retirement Liaison, to manage process administrative work associated with retirement programs, and provide increased support to employees. Requesting 75% funding of wages/benefits from the Pension Committee



Civil Rights

2022 Key Initiatives

- Ensure oversight activities and reports associated with FTA compliance are submitted on time
- Rollout updated Harassment Prevention training for management
- Work with internal and external partners to advance diversity and inclusion efforts
- Identify and implement process improvement opportunities for increased stakeholder support and efficiencies



2022 Civil Rights Operating Budget

Expenses by Category

	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$331,344	\$341,148	\$9,804	3.0%
Fringe	159,513	156,457	(3,056)	-1.9%
Services	37,010	60,510	23,500	63.5%
Other O&M	55,909	43,909	(12,000)	-21.5%
Total Group	\$583,776	\$602,024	\$18,248	3.1%
FTE	4.0	4.0	0.0	0.0%



Civil Rights

2022 Budget Changes

- Increase \$25,000 for rollout of new Harassment Prevention Training to be provided to management





2022 Budget Presentation

Executive Director

Executive Director

2022 Key Initiatives

- Set a strong financial foundation for the future
- Ridership recovery and service restoration
- Deliver on capital project commitments
- Continue to pursue Federal, State and Partner funding
- Maintain/grow local partnerships



2022 Executive Director Operating Budget

Expenses by Division

	FY2021 Budget	FY 2022 Budget	Change	%
Executive Director	\$680,432	\$710,000	\$29,568	4.3%
Legal	2,031,752	1,859,162	(172,590)	-8.5%
PR & Marketing	2,978,779	3,381,597	402,818	13.5%
Safety & Security	2,200,008	2,494,925	294,917	13.4%
Contingency	2,000,000	1,000,000	(1,000,000)	-50.0%
Total Division	\$9,890,971	\$9,445,684	\$(445,287)	-4.5%



2022 Executive Director Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$2,599,152	\$2,889,336	\$290,184	11.2%
Fringe	994,857	1,211,286	216,429	21.8%
Services	3,346,700	3,461,500	114,800	3.4%
Capitalized Cost	0	(162,000)	(162,000)	
Other O&M	950,262	1,045,562	95,300	10.0%
Contingency	2,000,000	1,000,000	(1,000,000)	-50.0%
Total Group	\$9,890,971	\$9,445,684	\$(445,287)	-4.5%



Executive Director

2022 Budget Changes

Amended 2021 Budget	2021 One -Time Expenses	2021 Additions		2022 Adjustments		2022 Budget		
		Staffing	Service	Wage and Fringe	Other	2022 Base	2022 Additions	2022 Budget Request
\$ 9,891	\$ -	\$ 141	\$ -	\$ 133	\$ (41)	\$ 10,124	\$ (678)	\$ 9,446

- Added additional legal support position for expanding capital program. The cost for this position will be offset by the capital projects being supported
- Reduced the amount needed for outside legal counsel now that a major litigation effort has concluded
- Reduced the agency contingency from \$2M to \$1M. There has been limited use of this contingency this year and the reduced amount is expected to be sufficient
- There are contingencies in Operations for emerging and emergency conditions and for anticipated ongoing purchases of COVID related supplies



Executive Director FTE Summary

2021 Budget and 2022 Proposed Budget

Department	2021 Amended Budget	2022 Proposed Budget	Change FTE FY21 - FY22	Change % FY21 - FY22
Executive Director	2.0	2.0	-	0.0%
Public Relations and Marketing	11.0	13.0	2.0	18.2%
Safety & Security	24.5	26.5	2.0	8.2%
Totals	37.5	41.5	4.0	10.7%



2022 Office of Executive Director Operating Budget Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$299,292	\$302,616	\$3,324	1.1%
Fringe	96,630	123,384	26,754	27.7%
Services	225,000	225,000	-	0.0%
Contingency	2,000,000	1,000,000	(1,000,000)	-50.0%
Other O&M	59,510	59,000	(510)	-0.9%
Total Director	\$2,680,432	\$1,710,000	\$(970,432)	-36.2%



2022 Legal Operating Budget

Expenses by Department

	FY2021 Budget	FY 2022 Budget	Change	%
Legal	\$2,031,752	\$1,859,162	\$(172,590)	-8.5%
Total Division	\$2,031,752	\$1,859,162	\$(172,590)	-8.5%

- Added additional legal support position for expanding capital program. The cost for this position will be offset by the capital projects being supported
- Reduced the amount needed for outside legal counsel now that a major litigation effort has concluded



Safety & Security

2022 Key Initiatives

- **Emphasize Proactive Safety Activities:** The Safety Department will ensure leading indicators are emphasized and tracked. Safety Committee meetings will be held monthly. Safety Administrators will spend time in the system interviewing customers and front-line employees. Rules checks and verifications will be accomplished across business units. Industrial Hygiene testing will be completed, and CPR/AED/First Aid classes will be conducted. We will look for new opportunities to spread the Operation Lifesaver message.
- **Positive Safety Culture:** UTA utilizes a Safety Management System (SMS) to prevent accidents, to reduce risk of injury and minimize damage to property and equipment. We will work proactively towards identifying and mitigating the existence of hazards and risks in the workplace and in our system. UTA's Safety Policy is endorsed by our Board of Directors and signed by our Executive Director, who also ensures resources are available and that safety first is emphasized.



2022 Safety & Security Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$1,356,756	\$1,475,244	\$118,488	8.7%
Fringe	540,552	642,281	101,729	18.8%
Services	197,000	204,500	7,500	3.8%
Other O&M	105,700	172,900	67,200	63.6%
Total Group	\$2,200,008	\$2,494,925	\$294,917	13.4%
FTE	24.5	26.5	2.0	8.2%



Safety & Security

2022 Budget Changes

- Replaced the receptionist at the FLHQ front desk with a Facility Security Guard. This change greatly enhanced the security posture and personnel safety at company headquarters.
- UTA added a Roadway Worker Protection Program Manager to standardize processes and improve safety practices on and around our rail systems.
- These two changes in head count were made in 2021 and are carried forward to 2022
- Coordinating an agency review of security camera program in Q3 2021 – recommendations to follow in 2022



Public Relations and Marketing

2022 Key Initiatives

- Implement department restructuring based on 2021 assessment and recommendations
- Continue multi-year agency awareness and ridership return initiatives
- Continue website development and design program, with focus on digital communications strategy and analytics
- Support multiple agency projects and initiatives, including long-range planning, capital construction, State of Good Repair, fare programs and initiatives, service changes, promotional programs



2022 Proposed Public Relations & Marketing Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$943,104	\$1,111,476	\$168,372	17.9%
Fringe	357,675	445,621	87,946	24.6%
Services	909,000	1,025,000	116,000	12.8%
Media	605,000	625,000	20,000	3.3%
Other O&M	164,000	174,500	10,500	6.4%
Totals	\$2,978,779	\$3,381,597	\$402,818	13.5%
FTE	11.0	13.0	2.0	18.2%



Public Relations and Marketing

2022 Budget Changes

- Two new positions
 - Grow with agency
 - Reduce total headcount to Director
 - Based on internal assessment process
 - Includes Fringe and staff expenses
- Marketing/Communications Supervisor
- PR & Marketing Strategist – content production
- Funding for consultant to work with team to develop long-term strategic communications plan





2022 Budget Presentation

Board Office

2022 Proposed Board of Trustees Operating Budget

Expenses by Department

Department	FY2021 Budget	FY 2022 Budget	Change	% Change
Internal Audit	\$490,888	\$510,064	\$19,176	3.9%
Government Relations	776,436	732,683	(43,753)	-5.6%
Board of Trustees	1,452,750	1,434,695	(18,055)	-1.2%
Totals	\$2,720,074	\$2,677,442	\$(42,632)	-1.6%



2022 Proposed Board of Trustees Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$1,370,448	\$1,400,676	\$30,228	2.2%
Fringe	500,834	562,951	62,117	12.4%
Services	570,000	513,695	(56,305)	-9.9%
Other O&M	278,792	200,120	(78,672)	-28.2%
Totals	\$2,720,074	\$2,677,442	\$(42,632)	-1.6%



Board of Trustees FTE Summary

2021 Budget and 2022 Proposed Budget

Department	2021 Amended Budget	2022 Proposed Budget	Change FTE FY21 - FY22	Change FTE % FY21 - FY22
Board of Trustees	8.0	8.0	-	0.0%
Govt Relations	2.5	2.4	(0.1)	-4.8%
Internal Audit	3.0	3.0	-	0.0%
Totals	13.5	13.4	(0.1)	-0.9%



Board Office

2022 Budget Changes

Amended 2021 Budget	2021 One -Time Expenses	2021 Additions		2022 Adjustments		2022 Budget		
		Staffing	Service	Wage and Fringe	Other	2022 Base	2022 Additions	2022 Budget Request
\$ 2,720	\$ -	\$ -	\$ -	\$ 66	\$ 17	\$ 2,802	\$ (125)	\$ 2,677

- Budget target reflects a \$125K reduction from our 2022 budget base:
 - Reduction savings = \$75K
 - Transfer of expense to CPEO = \$50K



Board Office

2022 Key Initiatives

- **Development of Agency Strategic Plan**
- **Ongoing Legistar rollout**
 - Streamlining administrative process for board meeting execution
 - Insuring executive leadership oversight
 - Providing transparent governance and accessibility to the community
 - Securing a comprehensive record of governing actions
- **Policies and procedures**
- **Stakeholder and industry partner collaboration and shared solutions**
- **Alignment of priorities with Executive Director and Executive Team**



2022 Proposed Board Office Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$838,764	\$854,088	\$15,324	1.8%
Fringe	324,020	326,532	2,512	0.8%
Services	145,000	112,695	(32,305)	-22.3%
Other O&M	144,966	141,380	(3,586)	-2.5%
Totals	\$1,452,750	\$1,434,695	\$(18,055)	-1.2%
FTE	8.0	8.0	0.0	0.0



Board Office

2022 Budget Changes

- Reduced services and professional fees by \$32K
- Hardware/software expenses transferred completely to IT but remain an Office priority (Legistar, Salesforce, and computers)
- Maintained Trustee outreach budget at 2019 base level



Internal Audit

2022 Key Initiatives

- The 2022 audit plan will be presented in the January Audit Committee meeting. This plan will be based on risk surveys and will inform IA's activities in 2022.
- IA will seek opportunities to provide continuous and real-time assurance through data analytical procedures.
- IA staff will pursue professional education to maintain certifications, increase abilities, and remain up-to-date on current trends and technologies.



2022 Proposed Internal Audit Operating Budget Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$296,328	\$305,220	\$8,892	3.0%
Fringe	94,734	130,068	35,334	37.3%
Services	75,000	50,000	(25,000)	-33.3%
Other O&M	24,826	24,776	(50)	-0.2%
Totals	\$490,888	\$510,064	\$19,176	3.9%
FTE	3.0	3.0		0.0



Internal Audit

2022 Budget Changes

- Fringe is expected to increase because of medical insurance cost. A prior IA employee did not take medical insurance, and another did not have dependents
- The amount budgeted for contract services decreased from \$75,000 in 2020 to \$50,000 for 2021. This decrease reflects actual cost in 2020



Government Relations

2022 Key Initiatives

- Depot District Project complete funding
- Point of the Mountain funding
- Warm Springs Project funding
- Congressional Directed Spending preparation and funding



2022 Proposed Government Relations Operating Budget Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$235,356	\$241,368	\$6,012	2.6%
Fringe	82,080	106,351	24,271	29.6%
Services	350,000	351,000	1,000	0.3%
Other O&M	109,000	33,964	(75,036)	-68.8%
Totals	\$776,436	\$732,683	\$(43,753)	-5.6%
FTE	2.5	2.4	(0.1)	(4.0%)



Government Relations

2022 Budget Changes

- Decreases made to ensure new part-time employee position was within existing budget:
 - Membership Dues decreased \$61,000
 - CWC dues were transferred to Planning & Engagement

